



THE EDINBURGH PARTNERSHIP

Local Outcome Improvement Plan – Progress Update

1. Executive Summary

- 1.1 The Edinburgh Partnership is required under the Community Empowerment (Scotland) Act 2015 to produce a Local Outcome Improvement Plan (LOIP).
- 1.2 A progress report on the current plan, approved in October 2018, was provided in the last cycle of the Board. This report provides an update on progress in the development of the priorities of the plan through the LOIP Delivery Group. It addresses the partners' approach to recovery planning and the findings from the Poverty Commission, together with existing activity across the city, to avoid duplication, and create distinct action that adds value to the overall strategic approach.

2. Recommendations

- 2.1 The Board is recommended to:
 - i. note, review and discuss the progress made in developing the LOIP, and delivering LOIP priorities, as set out in this report;
 - ii. provide the LOIP Delivery Group with the mandate to progress activity in relation to the review of commissioning, funding and service provision with a view to establishing clear aims and co-ordination of income maximisation services in Edinburgh;
 - iii. agree that a structured workshop is held for the Board to assist in identifying actions in relation to priority 3:
 - iv. agree the approach for the further development of LOIP, and the intention to accelerate delivery of LOIP priorities through a strengthened delivery plan;
 - v. recognise the need for the LOIP to incorporate actions resulting from the Edinburgh Poverty Commission recommendations, after Board consideration of those recommendations.

3. Main Report

- 3.1 The Community Empowerment (Scotland) Act 2015 requires the Partnership to publish a Local Outcomes Improvement Plan (LOIP). This community plan sets out a shared vision for the city, identifying the priorities that community planning partners, by working together, will seek to deliver.
- 3.2 The Board in approving its approach to the plan, agreed that it should focus on addressing poverty and inequality in the city. This was acknowledged as the

greatest challenge for the city and provided the Partnership with a critical role in ensuring that intractable issues, which could only be addressed through collaboration, could be tackled. In doing this, the role of the LOIP within the existing complex policy and strategy framework of the city was recognised, viewing the plan, not as a duplication or reiteration of this activity, but giving it a distinct yet interconnected place within this wider landscape.

- 3.3 This approach to identifying gaps and opportunities, where the Edinburgh Partnership through its leadership role can make a difference, has informed the work of the LOIP Delivery Group. On that basis, development work has been undertaken across the three priority workstreams of: enough money to live on; access to work, learning and training opportunities; and a good place to live.
- 3.4 In pursuit of this work, the LOIP Delivery Group set up four working groups, one for each priority, together with a fourth to identify the common strategic enablers needed for effective delivery to be realised. Key to the consideration of these groups was gaining an understanding of the current landscape to ensure any proposed actions met the Board's requirements, together with the findings from the Poverty Commission and partners' recovery planning, both of which will shape the landscape in the city moving forwards. This process allowed for the identification of key actions, which could either benefit from additional collaborative intervention, or which are gaps in current provision, and to recognise areas of work that were already underway, and which therefore did not require new intervention or collaboration. Progress on the development of each of the three priority workstreams is summarised below.

- **Priority 1 – Enough money to live on**

- 3.5 The need for the work outlined in the Community Plan is greater now than it was in 2018. The Edinburgh Poverty Commission stressed the importance of income security as an essential component of action to End Poverty in Edinburgh. The Commission estimated that up to £80 million of social security benefits remained unclaimed in 2018. Over 80,000 of Edinburgh's residents live on incomes below the UK poverty threshold. The COVID-19 pandemic has seen unemployment more than double in the city and food banks have never been busier.
- 3.6 A mapping exercise is underway to capture the range of income maximisation services across the city. Although this mapping is ongoing, Appendix 1 is indicative of current provision. It is clear that an extensive range of services are offered but not all services are 'holistic'. There is some access to all the general services listed but this varies depending on location and the service provider working in the neighbourhood or with a particular population group. There are gaps in provision and there is no mechanism for co-ordinating services.
- 3.7 There are excellent examples of collaboration and good practice (e.g. The Action Group Advice Service) and a few agencies have achieved accreditation to



the Scottish National Standards for Information and Advice Providers. The Pupil Equity Fund is funding provision to Maximise! in all city schools. The holistic nature of Maximise! -- intense family support, income maximisation and support to employment or training -- means that it can provide a comprehensive service for families with whom it engages. But services for the general adult population are far less co-ordinated. There is no clear common leadership or direction and different agencies are, effectively, competing with one another or duplicating services. Funding for income maximisation services is often time-limited and public sector budgets are fragmented which makes commission and co-ordination challenging.

- 3.8 A new model for income maximisation services is required. The LOIP Delivery Group believes that a focused programme of service improvement can help achieve this change. Income maximisation services need to be focused on the needs of service users, co-ordinated, equitable, embedded in the places that serve populations in need, holistic, and deliver the highest service standards. This service improvement needs strong support from the Partnership Board and buy-in from all service partners.
- 3.9 The LOIP Delivery Group proposes the following to progress this priority:
- **Public service partners should consider conducting a thorough, systematic review of commissioning, funding and service provision with a view to establishing clear aims and co-ordination of income maximisation services in Edinburgh.** There is no shared aim or plan for income maximisation services provided by or funded by public sector partners. Clear goals and strong leadership are required. A review of funding and commissioning is needed so that services can be organised and established where people need them and the needs of service users the primary focus of service design. A new mandate is required so that those charged with leading this work have the authority across partners to deliver the change that is required. The Edinburgh Partnership Board should provide the clear mandate for this work to progress and ask the LOIP Delivery Group to develop the relevant scope with partners and manage the review process on its behalf.
 - **Service quality.** There should be an expectation of the same access to and quality of service in South Queensferry and Southhouse. The Scottish National Standards for Information and Advice Providers are a benchmark that service providers should be achieving – with appropriate support. Services should be provided proportionate to need but any service user should be getting the same high quality support. There should be lessons learned from the COVID-19 pandemic: telephone and online services can be part of a blended model of income maximisation service provision but face-to-face support is always going to be necessary for some people.



- **Agreement of Edinburgh principles for income maximisation services.** Holistic services with access to specialist knowledge e.g. DWP appeals, as required, is the best approach. These principles will be agreed with partners (and will build on evidence such as the University of Edinburgh’s review of Maximise!) and will include:
 - Trauma informed services
 - Poverty proofed services
 - Multi-disciplinary teams
 - Relationships with service users based on trust and compassion
 - Embedded in services or communities where need is greatest

3.10 **Other 2021-22 priorities.** Child poverty with a focus on services for pregnant women and parents of children under five years old and in nurseries and schools. It is imperative that uptake of the new Scottish Child Payment¹ is maximised. Work is already underway to ensure that the Financial Inclusion Pathway is embedded in midwives’ and health visitors’ practice. Sustainable funding for Maximise! in schools is also essential.

3.11 In response to Covid 19:

- Income maximisation services for people who have mental health issues is a need that has escalated in recent months. Although two new workers have been funded to work with people across who present to services initially with mental health issues, demand for these services is outstripping supply.
- The number of homeless families in the city has increased markedly during the pandemic. There needs to be a review to ensure these families are receiving appropriate income maximisation support.
- There are insufficient services in the city to support people from ethnic minority communities.

3.12 **Affordable Credit:** Affordable credit is identified by the Edinburgh Poverty Commission as an essential component of an income maximisation strategy. There needs to be a focus on ensuring that affordable credit as part of enough money to live on.

- **Priority 2 – Access to work, learning and training opportunities**

3.12 As part of the Scottish Government’s Economic Strategy, a Fair Work Convention was established with a Fair Work Action Plan launched in 2019. This overarching framework provides much of the infrastructure and direction to employers and services to make Scotland a better place to work and live by

¹ From the November 2020, low-income families with a child under six are able to apply for £10 per child, per week - equivalent to £520 per year. The payment will commence from February 2021. There are no limits on the number of eligible children supported by Scottish Child Payment.

2025. At the heart of this is the recognition that a successful approach will require more integration and alignment of support and services. This is further echoed in the recently published Edinburgh Poverty Commission report. Edinburgh has worked to adopt and embed this approach with much success already. Overseen by a Job Strategy Group, co-production and co-design are at the centre of service development, together with collaborative working to add value and avoid duplication.

- 3.13 With Universal Credit claimant counts tripling to 18,000 and youth unemployment rapidly increasing due to COVID impacts, there is ever more need for a coordinated response. As illustrated in the mapping diagram (see appendix 2), there is a robust service offer from multiple funders for Edinburgh citizens with an evidence-based focus on client groups when required. It is this approach that allows the confidence to know where there is a need for additional Edinburgh Partnership support.
- 3.14 From careful labour market analysis and integration of [Regional Skills Assessments](#) | [Skills Development Scotland](#) data, and in consultation with stakeholders, the action to deliver LOIP priority 2 is indicated in the recommendations (for approval by the Board) below:

- **Support the depth and breadth of work under the refreshed 'Edinburgh Guarantee for All' (EGFA), with ambassador support and stakeholder commitments**
 - 300 apprenticeship commitment across the Edinburgh Partnership with prioritised groups given an elevated opportunity
 - Adopt and promote EGFA branding in an ambassador role
 - Make use of the 'pledge what you can' approach
 - Ensure co-ordination between providers of newly funded employment and training opportunities for 16-25 years, including programmes like Kickstart, Pre Apprenticeship Programmes, Local Authority Employability Fund, and the Youth Guarantee

- 3.15 Potential success measures will be an improvement of the School Leaver Destination report and Participation Measurement, together with a 50% decrease in Universal Claimant numbers (currently 18,000) by 2023/24. These actions also link to the strategic aim of the Poverty Commission of eradicating poverty by 2030.

- **Improve support and outcomes of Care Experienced young people to be able to access work, learning, and training pathways**

- Adopt the Police Scotland Care Experienced Charter



- Embed recommendations of the Independent Care Review Promise across Partners
 - Continue to deliver the work of the 'Hub for Success' project to ensure care experienced students can access colleges and universities from schools : [HUB for SUCCESS | Care experience support for higher education](#)
- 3.16 A potential success measure will be a 20% improvement of the number of young people entering education, training or work, measured by Wider Access Participation in FE/HE data, and tracking of contracted and affiliated employability services already in place with links to the Edinburgh Guarantee for All. This activity links to the Poverty Commission findings and the Child Poverty Action Plan outcomes of better access to sustainable opportunities.
- **Improve outcomes for BAME citizens, including better access to employment through leadership, senior visibility, and high-ranking positive role models**
 - Support the development of internship and/or work experience programmes
 - Mentoring programme for visibility, role models and future leaders
 - Champion diversity recruitment training to increase employment outcomes
 - Increase of BAME citizens employed in senior positions in partner organisations
 - Links to Scottish Parliament spotlight on BAME Women in employment, led on by Presiding Officer Linda Fabiana MSP with links to employers tracking data
- 3.17 Success in this area will be measured through a 20% increase in supported BAME citizens to a sustained positive destination, tracked through current contracted and affiliated services.
- **Develop improved coordination of support for prison leavers, bringing together services for a more joined up approach with clearer pathways**
 - Resource for central co-ordinator to partner with Scottish Prison Service to develop pathways for people leaving prison
- 3.18 Potential success measures will be through evidence of employability provision being embedded in Community Sentences and a reduction in reoffending rates due to sustainable employment.
- **Priority 3 – A good place to live**
- 3.19 In terms of 'a good place to live' the partners continue to make progress delivering this priority. Appendix 3 provides some scene setting in terms of the



overall landscape and some of the key areas of progress at a strategic level are as follows:

- **City Plan 2030 and City Mobility** – These projects are now both in their final stages of preparation and are both due to be presented to the Council for consideration early in the new year.
- **Housebuilding Programme** – The Council continues to work with partner providers to deliver on the 20,000 affordable homes over 10 years. The availability and price of land continues to be one of the biggest challenges in this regard and the availability of subsidy to deliver ‘social rented’ housing is also a factor. Notwithstanding these issues the interim target of 10,000 homes by 2022 looks achievable and each year the rate of approvals and completions improves.
- **Place Based Opportunities Board** – The Board continues to meet and discuss public sector land strategy. There are now sites under consideration that are likely to be transferred amongst partners rather than being offered on the open market.
- **Transport Infrastructure** – Following a thorough review of the business case, the Tram project is now back underway, and the Council has restated its commitment to the project. Numerous other transport and active travel projects are also being rolled out across the city.
- **West Edinburgh Strategy** – This project seeks to establish a spatial strategy for inclusive growth in West Edinburgh and is being taken forward by the Scottish Government, the Council, Scottish Enterprise and Scottish Futures Trust with support from Transport Scotland and Skills Development Scotland. The Phase 1 Findings (Socio-Economic Baseline and High-Level Options) have been published and Phase 2 of the project, to develop a new vision for West Edinburgh is now underway with a draft vision due in January 2021.
- **BioQuarter** – The partnership is preparing an outline business case for the project and subject to subsequently receiving approval from each of the partners, will start the procurement process to secure a private sector partner to build and operate the commercial elements of the life sciences led quarter.
- **Mixed-use Development: Granton, Fountainbridge, Meadowbank, Powderhall** – All of the Council’s strategic mixed-use development sites are progressing well through project planning and procurement stages. Fountainbridge is in the final stages of procuring a development partner and the Meadowbank project has recently had a revised masterplan granted planning permission. The Granton Waterfront project is due to report its outline business case for regeneration early next year. The project is



significant in scale and a partnership approach is being taken. It will likely be a key area for further collaboration as the project develops. In all of these projects extra effort is being taken to put the community at the centre of things and to explore community wealth building opportunities.

- 3.20 This is just a high-level view of some of the activity taking place across the city and the landscape is very busy and sometimes confusing. There are still gaps and more work is required to co-ordinate partner activity and collaborate with local communities.
- 3.21 The ask from local communities has been well articulated in work such as 'Mind the Craic' and most recently the work of the Poverty Commission which has now presented its call to action. In this regard, there have also been some very specific pieces of work that have been taken forward recently, that speak more to the local dimension.

- **Portland Street** – The response to the COVID-19 pandemic resulted in a concerted drive across the partnership to engage and accommodate the city's homeless, roofless and hard to reach communities utilising hotel accommodation, with residents supported by comprehensive welfare packages and in-reach services. This approach delivered impressive results, ensuring those with multiple complex needs were safeguarded and, in some cases, engaged positively with services for the first time. Building upon these foundations, the Portland Street project is designed to deliver a whole systems approach which will 'lower the bar' to access to treatment and support services, build resilience and support those with multiple complex needs in a holistic manner. Rather than providing yet another temporary accommodation facility, this approach will afford stepping-stone accommodation for people who would otherwise never be capable of having and sustaining their own tenancy
- **Wester Hailes Local Place Plan** – Recent changes in Planning legislation will once enacted allow communities to prepare their own spatial plans for the area which will be material considerations in development Local Development Plans. Wester Hailes is the first community in Edinburgh to start with the preparation of such a plan and an interim report has now been produced

https://issuu.com/whalearts/docs/v1.0_lppwh_final_230720_pages_compressed-compressed

The Place Standard was a useful tool in helping the community to identify the key issues they wanted to see addressed and discussion at the Delivery Group has identified this as a more nuanced approach to understanding local needs compared with a 20 minute neighbourhood approach which, while useful, does not tell the whole story.



- **Maximise** – Maximise is also included under this priority measure given its holistic and cross cutting approach (see Appendix 4).

3.22 There are clearly top-down and ground-up approaches being taken in this priority area. While there is a lot of activity in this area, these two elements are not necessarily meeting in the middle and there may be a role for the Partnership in this regard. While there are no specific asks of the Board at this stage the Delivery Group have agreed that a structured workshop would be helpful in identifying the role of the Partnership in relation to this priority. This would involve Board members and would focus on identifying where most value can be added.

Next Steps

3.23 Whilst noting that each priority workstream is at a different stage of development and delivery, the ambition of the next phase of LOIP delivery is to accelerate progress, especially in light of the Covid 19 Pandemic impacts on the city region economy, and the findings of the Edinburgh Poverty Commission. In this regard, partner engagement and responsibility for delivery will be expanded through three LOIP delivery sub groups and strengthened delivery plans, building on original commitments within the LOIP. New actions will also be accompanied by new performance measures, building on the 10 year measures agreed in the LOIP. In delivering this, the concerns identified in the Best Value Assurance report, covered separately on this agenda, will be addressed.

3.24 In addition to the existing and new the LOIP priority actions, as noted above, work is ongoing to identify a range of important strategic enablers, to assist with accelerated delivery ambitions. The Board is asked to note this activity and to expect further action to progress work in the report in March 2020. The enablers will relate to the Board's ambition to change the way of working, through leadership, collaboration, prevention, and joint resourcing.

4. Contact

Richard Thomas, Chair, LOIP Delivery Group
Richard.Thomas@scotland.pnn.police.uk





Priority 1: Enough money to live on

North West

Welfare Advice in General Practices
Mental Health Hubs
Recovery Hubs
Maximise! School Maximise!
Employability
CEC Housing
CEC Advice Shop

South West

Welfare Advice in General Practices
Mental Health Hubs
Recovery Hubs
Maximise! School Maximise!
Employability
CEC Housing
Prospect
South West
Employability
Project
CEC Advice Shoo

North East

Welfare Advice in General Practices
Mental Health Hubs
Ripple/Leith CTC – GIC
Recovery Hubs
Mental Health Hubs
Maximise! School
CEC Housing
POLHA
GIC

South East

Welfare Advice in General Practices
Mental Health Hubs
Recovery Hubs
Mental Health Hubs
Maximise! School Maximise!
Employability
CEC Housing
CEC Advice Shop



Organisations in italics provide a holistic service. CEC – City of Edinburgh Council, PEF – Pupil Equity Fund, IRES – Integrated Regional Employability and Skills in City Region Deal, IFSS – Intensive Family Support Service as part of IRES, NHS – NHS Lothian, HSCP – Edinburgh Health and Social Care Partnership, SG CPF – Scottish Government Child Poverty Funding)

Priority 2: Access to work, learning and training



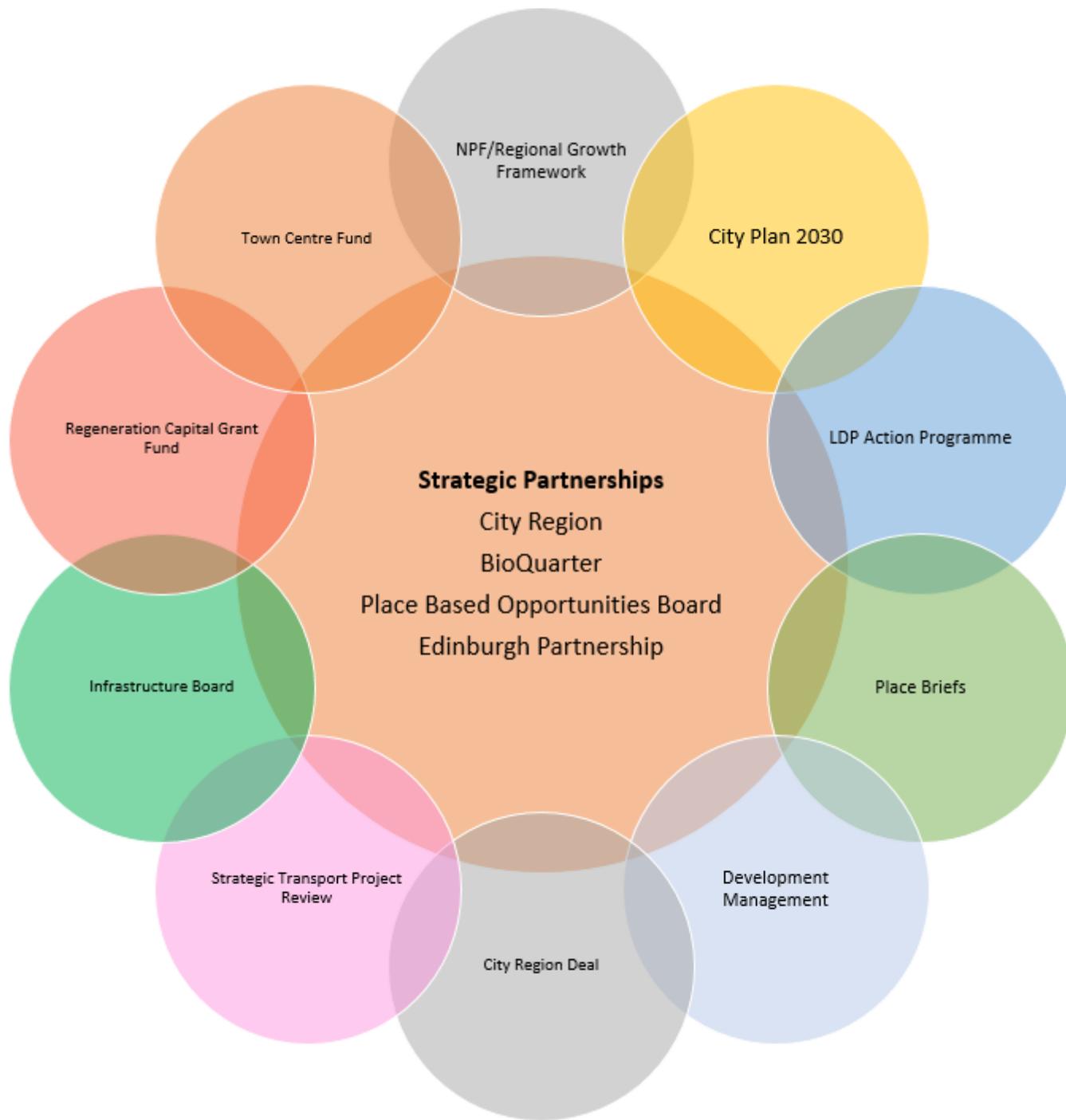
Funder listed in brackets

NOLB – No One Left Behind Scot Govt. DWP – Department of Work and Pensions, SDS – Skills Development Scotland, CEC – City of Edinburgh Council, PEF – Pupil Equity Fund, IR – Integrated Regional Employability and Skills in City Region Deal, IFSS – Intensive Family Support Service as part of IRES, NHS – National Health Service

Job Portals

- Covid 19 Jobs Portal
- SDS Jobs Hub + My WoW
- DYW Guarantee Jobs Portal
- FUSE Jobs Portal
- Fort Kinnaird Jobs Portal
- Joined up for Jobs website
- Goodmoves
- MyJob Scotland
- S1 Jobs

Priority 3: A good place to live



Appendix 4

Edinburgh Partnership - Maximise!

An example of the Edinburgh Partnership coming together is the additional support and development of Maximise!, which addressed many cross-cutting and individual LOIP priorities.

Maximise! is a Family Advice and Support Project delivered in partnership by Children 1st and CHAI (Community Help and Advice Initiative), supported by NHS Lothian, the City of Edinburgh Council and Capital City Partnership. Developed as a grass roots approach, it has grown into an umbrella strategy that can accommodate several complementing strands.

It is rooted in the localities model, building on a place-based approach with community engagement and building community assets at the heart of its success. Achievements include:

- For every £1 invested an additional £39 in social and economic benefits secured
- New funding secured for a Maximise! Early Years' service in localities
- Get Hired project developed to support 20 young people with care experience into work
- Partnership with Maison Bleue and Choices for Change Project with 100 high needs families identified and 7,200 meals provided free between June - August 2020
- £668,000 of overall financial gains for families worked with and supported
- 153 large families (3+ children) supported
- 97 Black and Minority ethnic families supported
- 197 Lone parent families supported
- 77 families supported with housing and tenancy support